

# HOW TO NAVIGATE A COMPLEX ORGANIZATION

A VISUAL GUIDE

**OREN GOLAN**



**ALEX PRUKS**

# PREVIOUS NAMES

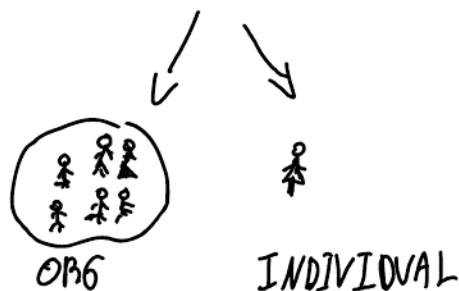
- 1 HOW TO BUILD  
AN ADAPTIVE  
ORGANIZATION
  - 2 HOW TO CHANGE  
A COMPLEX  
ORGANIZATION
  - 3 HOW TO NAVIGATE  
A COMPLEX  
ORGANIZATION
  - 4 ?
- ←  
CURRENT

# WHAT YOU WILL LEARN?

1. DESCRIBE WHAT AN **ADAPTIVE CHALLENGE** IS.
2. CHANGE THE DIRECTION OF YOUR ORG BY EXPOSING THE VARIOUS **LEVERAGES** YOU CAN USE.
3. MATCH MECHANISMS TO CHALLENGES USING THE **CYNEFIN** FRAMEWORK.
4. ADAPT TO COMPLEX CHALLENGES USING **WARDLEY MAPS**.

# WHAT IS YOUR ORG ADAPTIVE CHALLENGE?

1. REQUIRE ADAPTATION AND LEARNING



2. UNCERTAIN
- 
- A diagram showing the word 'UNCERTAIN' on the left. Two arrows point from it to the words 'PROBLEM' and 'SOLUTIONS' stacked vertically on the right.

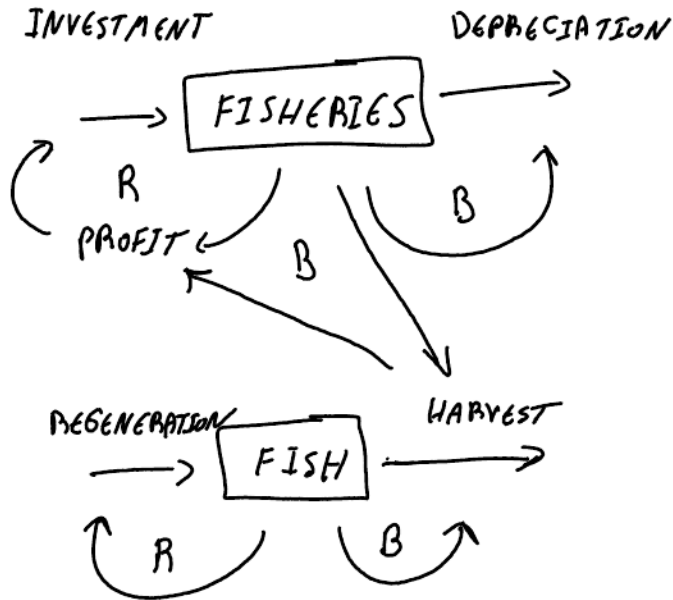
3. PARADOX / TENSION



AGENDASHIFT

# EXAMPLE: RESILIENCY OF LIFE

## BLUEFIN TUNA



## CAUSES OF NON SUSTAINABLE SYSTEM

MENTAL MODEL / GOALS (GROWTH)

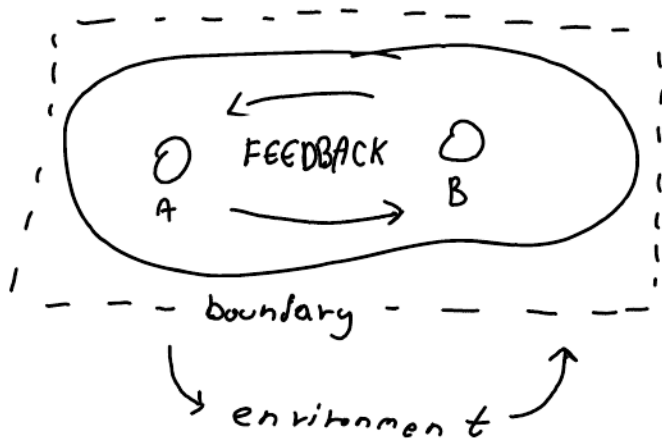
TECHNOLOGY (SONAR)

MARKETS (PRICES VISIBLE)

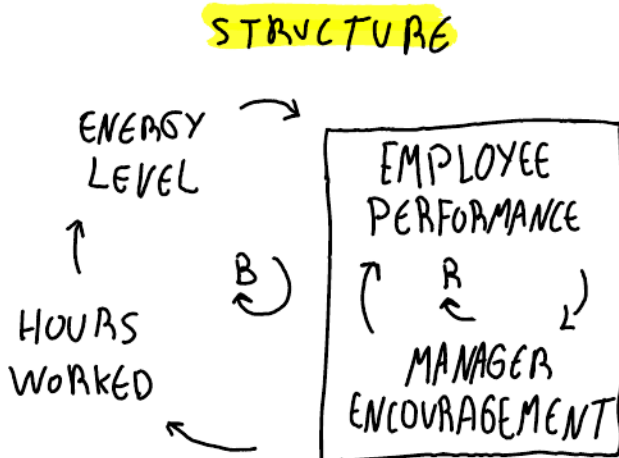
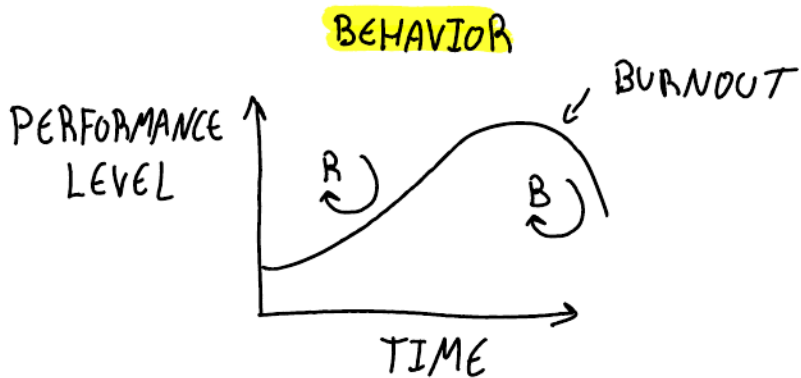
GOVERNMENT (HELP FISHERIES)

# SYSTEM

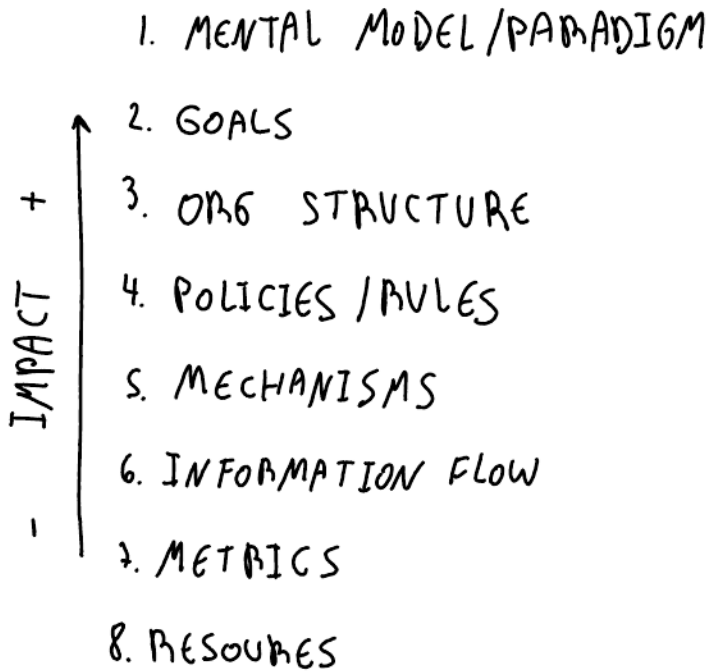
"A SET OF THINGS WORKING TOGETHER  
AS PART OF A MECHANISM OR AN  
INTERCONNECTING NETWORK"



# FEEDBACK LOOPS



# LEVERAGES



THINKING IN SYSTEMS



# LEVERAGES: EXAMPLE

CONSULTING ORG FOR A CLOUD PLATFORM.

100 PEOPLE, CUSTOMER: 100,000 START-UPS

## MENTAL MODELS

(A)

- OUR PRODUCT DOES NOT  
**WEAK** MARKET-FIT.
- WE ARE **EXPERTS** IN  
USING OUR PRODUCT

(B)

- OUR PRODUCT HAS A  
**STRONG** MARKET-FIT.
- WE ARE **NOT EXPERTS**  
IN USING OUR PRODUCT

(A)

(B)

GOALS

ORG STRUCTURE

POLICIES / RULES

MECHANISMS

INFORMATION FLOW

METRICS

RESOURCES

# TRAPS

1. POLICY RESISTANCE
2. TRAGEDY OF THE COMMONS
3. SEEKING THE WRONG GOAL
4. DRIFT TO LOW PERFORMANCE
5. ESCALATION
6. SUCCESS TO THE SUCCESSFUL
7. ADDICTION
8. RULE BEATING

THINKING IN SYSTEMS

# TRAP 1

POLICY RESISTANCE  
(FIXES THAT FAIL)

## EXAMPLES:

UNSUPPORTED LIBS, ROMANIA, WARS ON DRUGS

## THE WAY OUT:

LET GO, CHANGE GOAL

THINKING IN SYSTEMS

# TRAP 2

TRAGEDY OF THE COMMONS

## EXAMPLES:

FISH, FOSSIL FUELS, POPULATION GROWTH

## THE WAY OUT:

EDUCATE, DIVIDE THE SHARED RESOURCE,

REGULATE THE COMMON

THINKING IN SYSTEMS

# TRAP 3

SEEKING THE WRONG GOAL

## EXAMPLES:

GDP DOES NOT COUNT FOR WELFARE, EQUITY,  
JUSTICE. MEASURING GOOD EDUCATION BY MONEY SPENT

## THE WAY OUT:

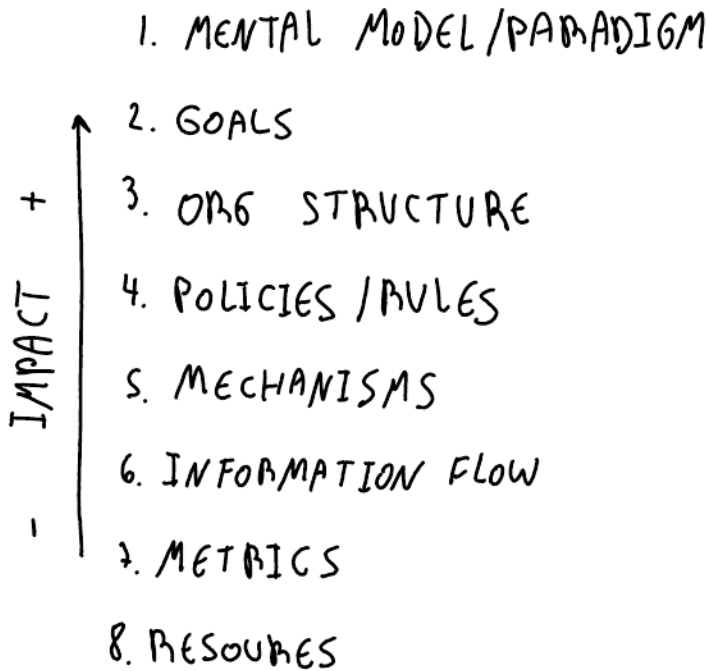
SET GOALS THAT REFLECT THE REAL WELFARE  
OF THE SYSTEM

THINKING IN SYSTEMS

# WHAT CAN YOU DO?

1. CHANGE THE DIRECTION OF YOUR ORG BY EXPOSING THE VARIOUS LEVERAGES YOU CAN USE.
2. MATCH MECHANISMS TO CHALLENGES USING THE CYNEFIN FRAMEWORK.
3. ADAPT TO COMPLEX CHALLENGES USING WARDLEY MAPS.

# DOCUMENT ORG LEVERAGES

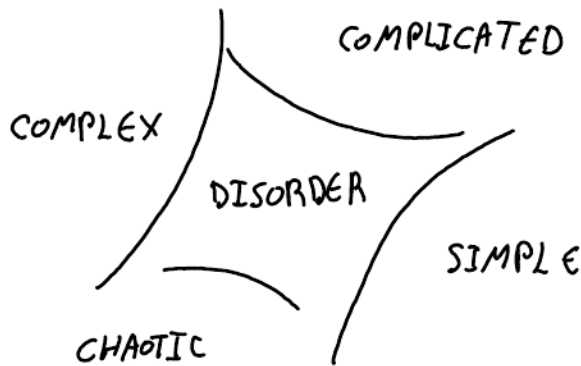


THINKING IN SYSTEMS

# CYNEFIN

A FRAMEWORK FOR NAVIGATING  
UNCERTAINTY

UNPREDICTABLE WORLD



PREDICTABLE WORLD

DAVE SNOWDEN



# Complex

Probe - Sense - Respond

## Emergent Practice

Enabling Constraints

↓  
A/B  
TEST

DISARM  
CONFLICT

INCREASE  
INNOVATION

run a  
company

PARENTING

# Complicated

Sense - Analyse - Respond

## Good Practice

Governing Constraints

BUILD CAR

PAY TAXES

Disorder

# Chaotic

Act - Sense - Respond

## Novel Practice

No effective Constraints

↓  
ROLL BACK

building on  
fire

PRODUCTION  
SERVERS  
ARE DOWN

# Simple

Sense - Categorise - Respond

## Best Practice

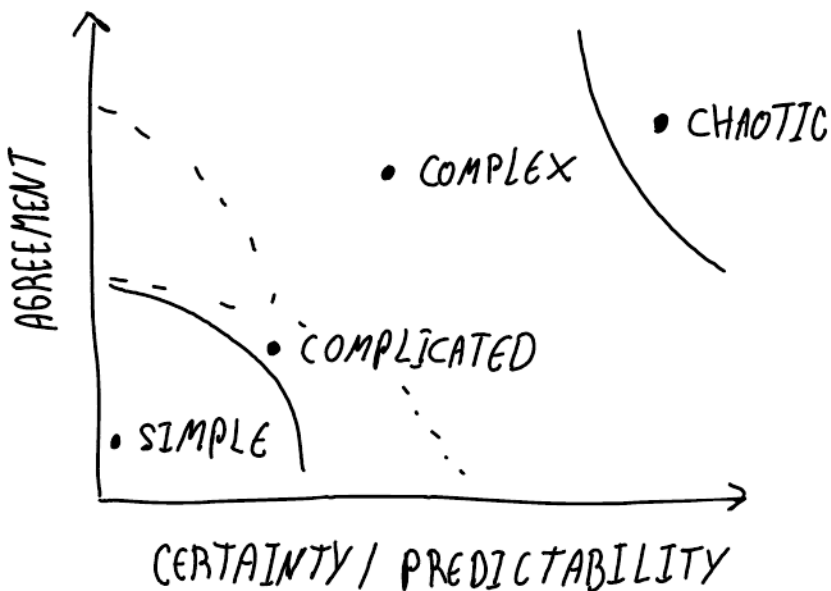
Fixed Constraints

follow  
cooking  
recipe

CHARGE  
PHONE

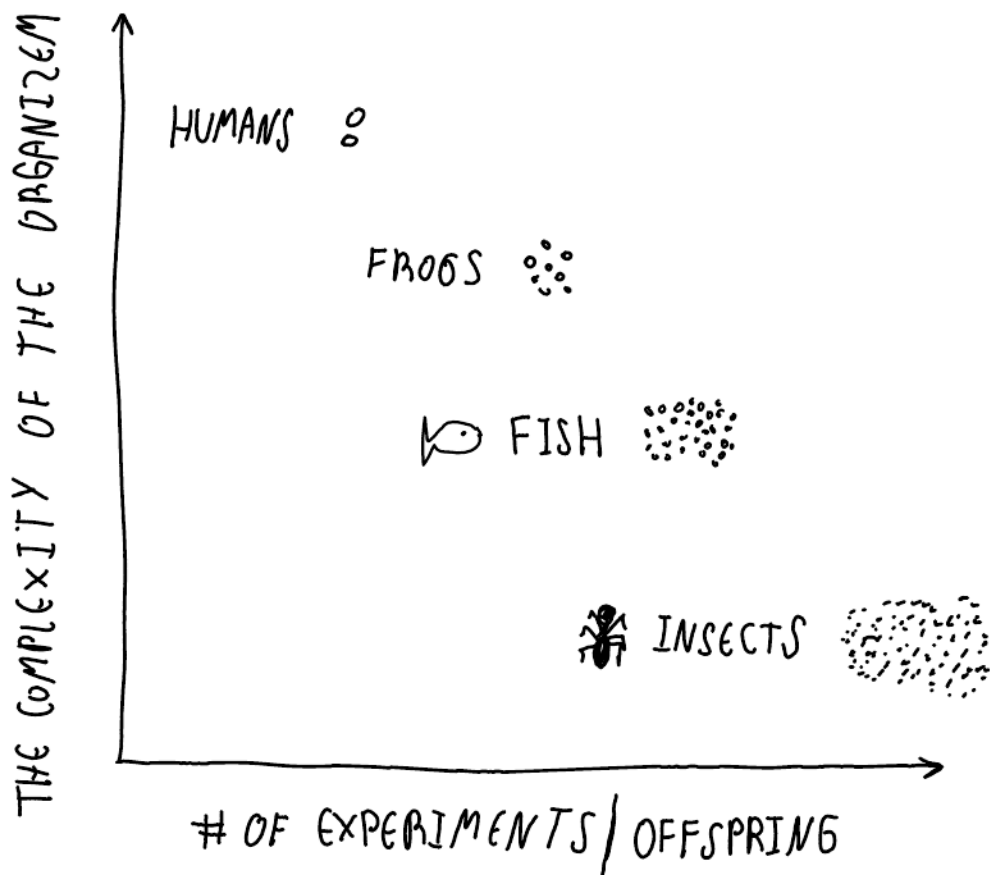
# SORT YOUR ORG CHALLENGES

45 MIN WORKSHOP: AGREEMENT &  
CERTAINTY MATRIX



LIBERATING STRUCTURES

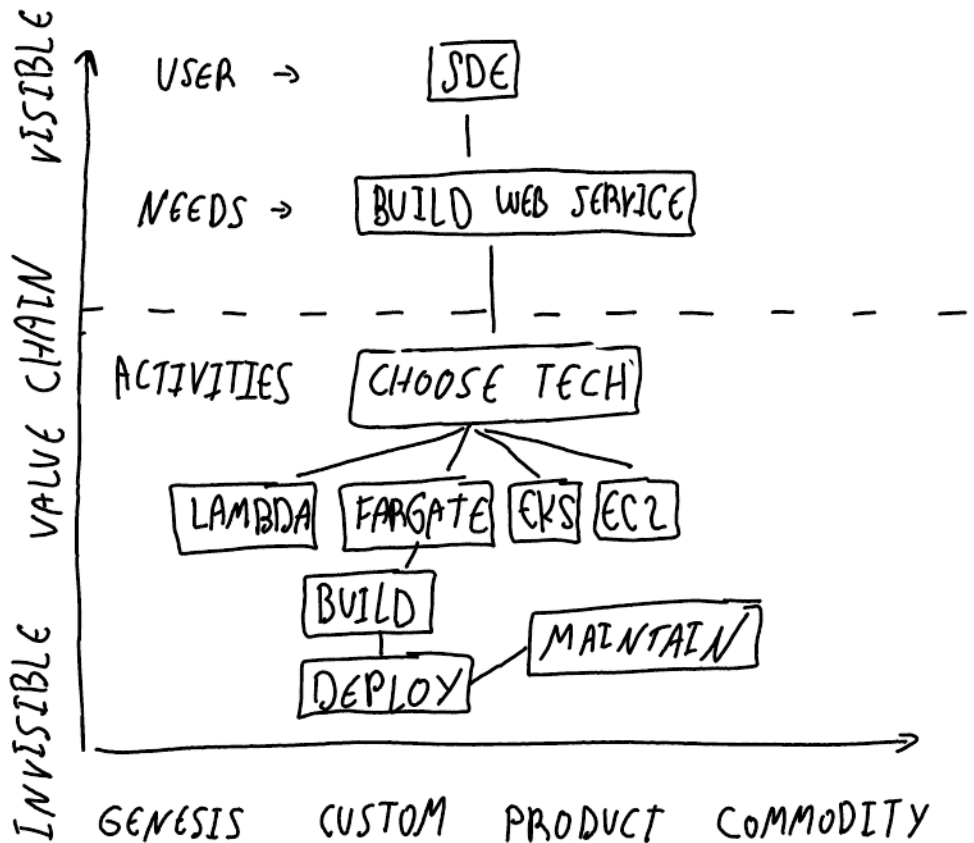
# HOW MANY EXPERIMENTS



MAKING THINGS WORK

# WARDLEY MAPS

TOPOGRAPHICAL INTELLIGENCE IN BUSINESS



SIMON WARDLEY

# RESOURCES

## Books:

- THINKING IN SYSTEMS
- MAKING THINGS WORK
- GOOD STRATEGY BAD STRATEGY
- TEAM OF TEAMS
- AGENDASHIFT
- TURN THE SHIP AROUND
- CONNECT: BUILDING EXCEPTIONAL RELATIONSHIPS
- IMMUNITY TO CHANGE: HOW TO OVERCOME IT AND UNLOCK POTENTIAL IN YOURSELF & YOUR ORGANIZATION
- AN EVERYONE CULTURE: BECOMING A DELIBERATELY DEVELOPMENTAL ORGANIZATION

# RESOURCES

## OTHER:

WARDLEY MAPS

CYNEFIN

CLEAN LANGUAGE

LIBERATING STRUCTURES

OPEN.GITHUB.IO

# ADVISORS

AJ BUBB

ALVARO FEBREL

BETHANY OTTO

BOAZ PORATH

JASON KESSLER

JORDAN RAYFIELD

KEVIN WANG

LORIC HEVER

NAT NATARAJAN

PATRICK

PHIL GOCHENOUR

RAN BARBON

RIC MCLAUGHLIN

THOMAS LUNDBY

# COVER ART

NATALIE KEVORK

